

**Summary Document of Strategic Goals
from
Kentucky Workforce and Economic Development
Related Organizations/Initiatives**

Compiled for the WIB Strategic Planning Process

July 2003

Introduction:

This summary has been prepared as a tool for scanning the strategic environment of various initiatives or organizations/agencies in Kentucky. It is not intended to be all-inclusive, but rather a compilation of some of the major initiatives related to education, workforce and economic development. It is our hope that this strategic planning process can help to leverage some of these efforts and create a synergy that maximizes the effect of each initiative/plan to better serve our citizens and our businesses. If you see goals that are complementary of your local planning efforts, we would encourage you to further explore those goals with your partners. The full plans can be found on the strategic planning web site:
http://kwib.state.ky.us/stratplan_otherplans.htm

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GOAL 2: Kentuckians have access to good jobs.

Objective 2.1: Promote long-term economic competitiveness through economic diversity and an entrepreneurial business climate.

Strategies 2.1:

- Maintain a low-energy cost advantage for doing business in Kentucky.
- Expand marketing of the Technology Extension Service and Office of the New Economy tools and services to firms and entrepreneurs statewide.
- Improve government responsiveness to the needs of small and new businesses including strengthening support mechanisms and developing additional incentives for new and small business creation.
- Utilize Workforce Investment Act (WIA) and TANF funds to provide entrepreneurial or micro-enterprise training to individuals.

Objective 2.2: Strengthen long-term linkages between investments in workforce and economic development.

Strategies 2.2:

- Establish an accountability system for performance outcomes, including collaboration among social service entities, education, workforce development economic development, and local government.
- Align education and training development with existing, emerging, and projected economic development opportunities.
- Promote statewide, regional, and local implementation of policies and projects outlined in the Commonwealth’s Smart Growth planning framework.
- Use the KY Workforce Investment Board Strategic Planning Process to engage partners (such as elementary and higher education, economic development, etc.) and establish systemic goals and action steps.

Objective 2.3: Increase access to good job opportunities in the knowledge based economy, especially in high poverty areas of the state.

Strategies 2.3:

- Provide incentives to encourage development of technology-based and knowledge-based jobs.
- Use economic and labor market analysis to create strategic career paths leading to high-growth, high-wage jobs.
- Target job creation through state and regional activities that enhance efforts to attract high-growth, high-wage industries.
- Use sectoral strategies to develop the workforce and economic development systems.

GOAL 3: Kentuckians have opportunities to increase their skills and advance their careers through lifelong learning.

Objective 3.1: Kentuckians have easy access to education training that is relevant, flexible, and affordable and is demand driven.

Strategies 3.1:

- Continue the Bucks for Brains Program to ensure that Kentucky's higher education institutions can attract highly qualified faculty.
- Expand the KEES model to include non-traditional students in addition to graduating high school students.
- Ensure accessibility to high-quality childcare for postsecondary students.
- Enhance access to comprehensive information on available education and training programs through increased marketing and outreach efforts.
- Accelerate quality learning through integrated instructional methods including learning communities, recognition of prior learning, and modulation of credit courses.
- Increase access to postsecondary education through expanded scheduling, student supports, and tuition assistance programs and policies.
- Increase partnerships between educational institutions and private sector employers.
- Create a financial aid package for low-income adult learners that will facilitate their access to postsecondary education.
- Utilize the Kentucky Chamber of Commerce Partnership Agreement to promote educational opportunities.

Objective 3.2: Reduce illiteracy rates and increase job-related skill levels for individuals with little or no income.

Strategies 3.2:

- Develop seamless transitioning models (such as articulation and dual credit programs) to increase the percentage of students who transfer from secondary education and adult education programs to postsecondary education.
- Develop credentialed, integrated programs to enable disadvantaged students to acquire basic and occupational skills.
- Adopt TANF and WIA policies that allow for and support participation in education and training opportunities.
- Build upon the "Education Pays" statewide public awareness campaign to focus on community understanding of the benefits that result from improving literacy and workplace skills.
- Utilize more effectively the existing network of one-stop centers to enhance the connection of clients with education, training, and jobs.

- Expand the use of the KY Employability Certificate, KY Manufacturing Skills Standard, and other recognized industry credentials to document the acquisition of occupational skills.
- Utilize the Workforce Alliance to work with businesses to increase the skill levels and career path opportunities for low-wage workers.

Objective 3.3: Kentuckians have convenient access to and know how to use information technology.

Strategies 3.3:

- Integrate basic computer competencies into all remedial, vocational, workforce development, and degree programs.
- Deliver lifelong learning opportunities through community based learning labs/resource centers.
- Increase funding for efforts to improve access to and enrollment in Kentucky Virtual University offerings.
- Support the passage of legislation that would create more equity in the regulation of broadband service providers and land-line phone companies which also provide broadband services.
- Pursue wireless broadband access as a means to improve internet access.
- Provide ongoing training for primary through four-year college (P-16) teachers, instructors, and faculty to ensure they possess the skills to successfully teach IT competencies to students.

Objective 3.4: Kentucky schools achieve and exceed established quality standards.

Strategies 3.4:

- Implement recommendations contained in the Kentucky Department of Education's "Proficiency and Beyond 2014" plan to meet the requirements of the federal "No Child Left Behind Act" of 2001.
- Expand drop-out prevention policies and practices to focus on elementary- and middle-school aged children.
- Continue to support educational policies and strategies that result in reduced class sizes, smaller public schools, extended learning time, and expanded teacher training opportunities.
- Improve job matching functions between college level teaching programs and P-12 school districts to reduce the number of teachers who teach subjects for which they do not have at least a minor.
- Develop P-16 student- and parent-centered career pathways; align school and school district planning and funding priorities with these priorities.
- Coordinate with appropriate P-16 regional accrediting agencies to align quality improvement efforts at Kentucky elementary, secondary, and post-secondary institutions with national and regional standard of excellence.

GOAL 4: Kentucky families have access to services that support them in achieving and sustaining economic self-sufficiency.

Objective 4.1: Kentucky parents have access to quality childcare.

Strategies 4.1:

- Raise childcare subsidy eligibility levels to 200% of poverty to assist an estimated 52,000 additional children.
- Continue to support early childhood development activities.
- Provide incentives for business and industry to offer child care, including school-age care, on-site or as an employee benefit.
- Provide consumer education to families seeking child day care services through expanded governmental/non-governmental partnerships.
- Establish low or no cost loan or grant programs to build or renovate child-care facilities.
- Provide grants to child care programs to adapt their facilities to or purchase equipment for children with special needs.
- Develop employer coalitions to help fund and support high-quality child care activities.
- Develop governmental partnerships (e.g., Economic Development and the Cabinet for Families and Children) to provide increased opportunities to access high-quality child care.
- Increase education, training, and mentoring opportunities for child care providers.

Objective 4.2: Kentuckians have dependable transportation.

Strategies 4.2:

- Use data analysis to determine transportation needs and the most effective and efficient means of moving low-income employees to work.
- Work with large employers or groups of smaller employers that hire low-wage workers to develop transit options.
- Assist low-income individuals in developing micro-enterprise van-pool businesses.
- Increase funding for multi-modal transportation planning and implementation. (multi-modal transportation – transit, rail transit, bicycle, pedestrian, and other modes – is important to support Smart Growth community development strategies. Currently, only State General Funds can be used for addressing these modes; multi-modal projects are not eligible for State Road Funds unless incidental to a highway project which means that urban communities have an advantage over rural communities in accessing funds for these projects.)
- Contract with school districts and other community services/agencies to transport welfare recipients and low-wage workers to education/training and job opportunities.

Objective 4.3: Kentucky families have access to safe and affordable housing.

Strategies 4.3:

- Make funds available on a competitive basis to cities and counties to promote affordable housing for low-income residents.
- Increase funding for new construction, acquisition, or rehabilitation of affordable housing units including rental and single-family housing units.
- Increase opportunities for low-income individuals to access low-interest home ownership loans.
- Expand counseling services and educational opportunities for home owners and tenants.
- Enhance emergency and transitional services to meet the needs of Kentucky's homeless population.

GOAL 4: Kentucky families have access to services that support them in achieving and sustaining economic self- sufficiency.

Objective 4.4: Existing programs/policies provide incentives for Kentucky families to work.

Strategies 4.4:

- Ensure that Kentucky welfare policies are "make work pay" policies through more generous earned income disregards, income supplements, and expanded state earned income tax credits.
- Increase investments in work supports such as child care and transportation. Increase investments in job retention and career advancement practices.
- Expand Family Medical Leave Act (FMLA) coverage to small firms and include part-time workers.
- Create a source of wage replacement for those on family medical leave

A New Vision for Kentucky- The Final Report of the Governor's Task Force on the Economic Status of Women – Kentucky Commission on Women (June 2003) (Selected goals related to education and economic sufficiency)

<http://women.ky.gov/tfreport.pdf>

A. Access to job training. There are many existing training programs and apprenticeships for higher-paying jobs in male-dominated fields such as the skilled trades. The Task Force recommends:

1. Developing a county-by-county database offering information on training and education resources, career development and support services.
2. Improving access to and awareness of these programs.
3. Reinstating, re-creating or making available programs to address the needs of older and disabled women as well as women in transition (once known as displaced homemakers). [KCW - page 13]

B. Support for entrepreneurship. For women who want to own or start their own businesses, the Task Force recommends:

1. Enacting legislation that provides for individual development accounts. These are dedicated savings accounts, structured like individual retirement accounts, that can only be used for buying a first home, education or job training expenses or financing a small business. Contributions for lower income participants are matched from private and public sources.
2. Expanding the Center for Economic Development, Entrepreneurship and Technology to more locations around the state.
3. Re-establishing funding for WINGS, a private, nonprofit agency that increased the economic and personal capacity of Kentucky's Appalachian women through small-business ownership.
4. Reviewing and implementing, as they become feasible, the recommendations to Kentucky's economic development leaders in the 1996 report "Businesses Owned by Women in Kentucky."
5. Developing a campaign to inform potential and early-stage entrepreneurs about state and local resources.
6. Developing a step-by-step guide on starting a business in Kentucky.
7. Initiating an entrepreneurship summer camp for girls through the Office of the New Economy. [KCW - pages 13 -14]

C. Policies for economic development. Kentucky can communicate its priorities as a state through its economic development policies.

A new or existing inter-cabinet work group should study models on which to base policies and incentives that will foster growth and provide quality employment that incorporates such elements as self-supporting wages, on-site child care, transportation assistance, flexible scheduling and career advancement opportunities. [KCW - page 15]

D. A system of supports. Support services such as transportation and childcare are costly for employers or government agencies to provide, but they are essential if women are to improve their economic prospects. It is important, then, that we explore public/private/nonprofit partnerships to ensure that no individual sector is overwhelmed. The most critical needs are in the following areas.

1. Many of Kentucky's poorest citizens, particularly in rural communities, do not have transportation to work, to class or to job training. The Task Force recommends:
 - a. Conducting a statewide study of transportation needs and resources or consolidating existing information.
 - b. Making more information available about existing transportation providers.
 - c. Encouraging businesses to offer transportation benefits to workers.
2. Improving the health of Kentucky women, which is comparatively poor, is integral to their ability to support themselves and their families. The Task Force recommends:
 - a. Expanding public health insurance programs to cover all low-income women and families who are now uninsured. This could include expansion of KCHIP, the Kentucky Children's Health Insurance Program, to cover women, in addition to children, as allowable under federal law.
 - b. Expanding public health insurance programs to cover all areas of women's health.
 - c. Increasing funding for the state Office of Women's Physical and Mental Health for research and policy recommendations on current women's health issues and trends. Issues addressed should include access to telephones, transportation and childcare.
 - d. Conducting a study of the comparative costs of fully funded universal health care and current medical expenses.
 - e. Developing a database of providers who are culturally competent on issues of race, gender, religion, national origin, age, disability and sexual orientation and who speak languages other than English.
3. Caring for children is a major expense for women, many of whom struggle to afford quality childcare and to collect the child support they are due. The Task Force recommends:
 - a. Setting up local or regional information centers for custodial parents in need of help in obtaining child support and surveying child-support enforcement workers and their clients to find out how to improve services.
 - b. Consider legislation to address the health insurance needs of children when there is a child support order in place.

- c. Offering help to find and pay for quality childcare and evaluating child care services statewide through an interagency state government work group.
- d. Advocating for increased federal funding for quality childcare and working to make it a priority at the federal level.
- e. Creating a state family leave program, modeled on California's, which requires partial wage replacement for leave time.
- f. Encouraging employers to offer flexible work schedules.
- g. Conducting financial education workshops. [KCW - pages 15-16]

E. Training and learning opportunities. Both girls and women need more opportunities to develop the knowledge and skills they must have to succeed in the workplace. Educators need support to help them provide these opportunities.

1. For girls, the Task Force recommends:
 - a. Requiring math education and higher literacy skills of all students during all four years of high school.
 - b. Providing funding to encourage girls' interest in science, technology, engineering and math.
 - c. Providing leadership opportunities during the school year and in the summer for eighth-grade and younger girls.
 - d. Conducting a public-awareness campaign promoting girls' self-esteem, part of which would teach the benefits of careers in fields that women typically have not entered.
 - e. Improving physical education and wellness/prevention education in schools and providing community education on nutrition and physical activity.
 - f. Providing financial education (about making, spending, investing, saving and contributing money) for all girls at an early age.
 - g. Encouraging public schools and colleges to evaluate textbooks and curriculum materials to ensure positive images of women and people of color.
 - h. Promoting the accomplishments of women leaders as part of school curricula.
2. For adult women, the Task Force recommends:
 - a. Continuing public support for state and local adult literacy programs.
 - b. Providing information about how to get financial help for attending college.
 - c. Using as fully as possible the provisions in the federal welfare law (Temporary Assistance to Needy Families or TANF) that allow for support of education and training for welfare recipients, with emphasis on support for recipients who participate in programs that grant college degrees.

- d. Requiring colleges and technical schools to reduce the barriers to education for low- income working women, KTAP recipients, women in transition (formerly displaced homemakers) and mothers wishing to return to school by publicizing existing educational opportunities for women. The Task Force recommends that the institutions also:
 - 1) Take full advantage of federal financial aid programs and advocate for changes in those programs that would enable nontraditional, part-time students to qualify for them.
 - 2) Help with finances. Each institution should designate a financial aid officer to specialize in assisting single women and welfare recipients; give priority to providing scholarships to women who are part-time students, especially mothers and employed women; and try to keep tuition as low as possible.
 - 3) Provide more child care services. Women need better access to childcare, especially during evening classes when such services are harder to find.
 - 4) Provide more opportunities by expanding the Ready to Work program in Kentucky's community and technical colleges.
 - 5) Expand flexible scheduling (evening/weekend/online/ accelerated classes) to allow students with work and family responsibilities to complete an entire program of study.
 - 6) Ensure a safe environment in which all women can learn by offering violence prevention programs at all public universities.

3. For educators, the Task Force recommends:

- a. Modifying existing educator training to prepare teachers to promote the study of science, technology, engineering and math among girls. Educators also should be trained to promote financial literacy and higher education/lifelong learning in the early grades.
- b. Mandating that all Kentucky high schools and colleges regularly provide training to educators about sexual harassment, intimate partner violence, gender bias and appropriate classroom climate.
- c. Providing all Kentucky teachers with training and materials about how to achieve gender equity in the classroom. They also should be trained in how to work effectively in diverse classrooms and to address multi-cultural needs.
- d. Training all teachers to address issues of sexism and racism in the classroom.
- e. Offering continuing education in Title IX issues, from kindergarten through college.

4. For parents and the general public, the Task Force recommends:

- a. Conducting a public awareness campaign that educates people about resources and opportunities for postsecondary education, including community colleges and the Kentucky Virtual University.
- b. Creating and distributing a free directory of educational opportunities in electronic and print versions, making it available to all middle and high schools as well as centers for women, children and families.
- c. Enlisting business organizations in a statewide effort to encourage employers to give employees paid time off to volunteer in their children's schools. Parental involvement in schools is one key to learning success for both girls and boys.
- d. Offering education on ways to increase girls' self-esteem at critical points in their development. Providing scholarships for families who cannot afford leadership and mentoring programs for girls. [KCW – pages 19-22]

F. Career guidance. Women in Kentucky must be encouraged to begin thinking about career options at a younger age. They also need practical assistance moving into their chosen careers. The Task Force recommends:

- 1. Encouraging long-term educational planning for girls.
- 2. Providing earlier, improved, comprehensive career guidance.
- 3. Distributing more information and developing a database of student career information for advising and resource purposes.
- 4. Aggressively disseminating information about business and career opportunities to prospective college and technical-school students to encourage them to develop the necessary skills.
- 5. Providing needed services by making sure all of the state's One-Stop Career Centers provide a full range of the services women need.
- 6. Creating career-development programs to help women negotiate employment packages and learn techniques for conflict resolution.
- 7. Ensuring access to technology by making access to the Internet and computers more widely available through public institutions such as libraries for use by female students who do not have computers at home.
- 8. Providing incentives for businesses that provide broadband access to rural communities and under-served populations.
- 9. Meeting the needs of a diverse population. Increasing public support of Limited English Proficiency programs for Kentucky's immigrant population as well as other programs for diverse populations which already have English proficiency. [KCW – page23]

Kentucky Council on Postsecondary Education
Key Indicators
<http://www.cpe.state.ky.us/KeyInd/index.htm>

- 1. Are more Kentuckians ready for Postsecondary Education?**
- 2. Are more students enrolling?**
- 3. Are more students advancing through the system?**
- 4. Are we preparing Kentuckians for life and work?**
- 5. Are Kentucky's communities and economy benefiting?**

Action Agenda for Adult Education for Advancing on CPE Key Indicators

- 1. Are more Kentuckians ready for postsecondary education?**
 - Increase the number of Kentuckians enrolled in adult education from 50,000 to 300,000.
 - Carry out a statewide public communication campaign built upon "Education Pays."
 - Establish model adult education programs that are replicable in other localities or serve as statewide delivery systems.
 - Train adult education instructors so that increasing numbers of adult learners may be better served.
 - Create a statewide information and distance learning system via KYVU/VL for both instructors and students.
 - Fund family literacy initiatives in every county.
- 2. Are more students enrolling?**
 - Increase the percentage of adult learners enrolled in each level of adult education programming who complete that level.
 - Increase the percentage of adult learners with a high school completion goal who earn a high school diploma or recognized equivalent.
 - Establish a statewide funding and accountability system that emphasizes learner performance and goal achievement.
 - Provide tuition discounts to full-time employees who complete a high school equivalency diploma program within one year.
 - Offer tax credits to businesses that assist their full-time employees with obtaining a GED.
- 3. Are more students advancing through the system?**
 - Work with Kentucky's public and independent postsecondary institutions to increase the college-going rate of adult learners.

- Target GED completers in the statewide public communications campaign.

4. Are we preparing Kentuckians for life and work?

- Stimulate partnerships among local, regional, and state agencies through the economic development and workforce training matching program.
- Increase the number of adult learners who gain or upgrade job skills using the statewide competency-based workplace skill certification model.

Action Agenda for KCTCS for Advancing on CPE Key Indicators
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Are more Kentuckians ready for postsecondary education?

- Create a seamless pathway into Kentucky's public postsecondary institutions utilizing articulation, dual credit, parallel coursework, programs and curriculum alignment, financial aid and credit agreements for prior learning.
- Team with the Workforce Development Cabinet, Department for Technical Education's Area Technology Centers to coordinate curriculum alignment, articulation, and credit agreements to afford a seamless transition for secondary students statewide.
- Serve economically disadvantaged adults by providing the skills necessary for employment and the ability to earn a "living wage," in cooperation with state and local agencies such as the Cabinet for Families and Children.
- Support college and community programs that provide instruction of adult students that lead to GED completion and/or adult basic education and training.
- Improve communication with middle and high school guidance counselors through partnerships with the Kentucky Department of Education and local school districts using initiatives such as the Discover College, state and regional conferences, and collaboration with civic organizations (KCTCS/Rotary "Access to Careers Week").
- Expand KCTCS participation in P-16 initiatives.

2. Are more students enrolling?

- Expand student access through innovative scheduling and collaborative program design, in partnership with the Kentucky Virtual University, ACT Centers, and other initiatives.
- Expand access by making programs available through distance learning technology, such as the AAS degree in informational technology through the Kentucky Virtual University.
- Deliver a customized package of both credit and non-credit remediation instruction to adult students seeking postsecondary education, in cooperation with other public and private non-profit adult education providers.

3. Are more students advancing through the system?

- Partner to combine services and resources with independent colleges and regional universities (through the new Regional Postsecondary Centers) to provide more access to Kentucky's students.
- Collaborate with all public universities on block transfer of both general education and technical component credits for AA, AS, and AAS degrees
- Establish a vigorous program review process to ensure consistent academic program quality, continuous evaluation, and improvement across the KCTCS.
- Implement an assessment and placement policy, and provide comprehensive competency assessment and support services to all KCTCS students.

**KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM
STRATEGIC PLAN**

2000 - 2005

JULY 2002 EDITION

<http://www.kctcs.edu/organization/strategicplanbrochure2002.pdf>

**FIVE-YEAR GOALS
AND ONE-YEAR PRIORITIES**

Priorities to be accomplished by 2003

Student Access, Success, and Services

KCTCS colleges will increase student access and promote student success through responsive, innovative student support programs and services.

Priorities

- Increase enrollment and improve retention of all students while assuring access to diverse student populations.
- Assure student success through implementation of best practices in assessment, placement, and developmental instruction.
- Improve career and educational counseling, transfer advising, job placement, and other student development services.
- Enhance implementation of best practices in enrollment management.

Program Quality and Effectiveness

In response to community needs, KCTCS colleges will expand and develop innovative, high quality programs incorporating the best practices of teaching and learning.

Priorities

- Provide rigorous programs to ensure students achieve relevant knowledge and skills.
- Enhance transfer programs and general education opportunities for all students.
- Expand distance learning and state-of-the-art e-learning educational programs and services using flexible delivery systems.

Professional and Organizational Development

KCTCS colleges will invest in the development of faculty and staff and will support dynamic, unified, healthy, and rewarding campus environments.

Priorities

- Promote the professional and leadership development of faculty and staff.
- Improve communication throughout KCTCS.
- Implement a program of recognition of service and excellence for faculty and staff.

- Identify and address major issues related to faculty and staff personnel policies and procedures.

Community/Economic Development and Partnerships

KCTCS colleges will strengthen the economic development of our communities and state by expanding educational opportunities, improving outreach services, and creating new partnerships.

Priorities

- Serve as the Commonwealth's primary provider of training for economic development.
- Establish a statewide, comprehensive, workforce development system.
- Strengthen community relationships through partnerships and collaborations with government; community agencies; business; secondary, postsecondary, and adult education institution; and KYVU.

Resource Development

KCTCS will seek additional fiscal, physical, and information technology resources and will use all resources effectively and efficiently to serve students.

Priorities

- Increase financial resources for students.
- Pursue aggressive resource development strategies.
- Build strategic alliances to leverage resources.
- Promote initiatives to reallocate resources that result in efficient and effective operations.
- Improve information technology resources to provide responsive processes, procedures, and services.

Unified System of Colleges and Public Recognition

KCTCS will be a unified system of comprehensive community and technical colleges, recognized as a state and national leader in postsecondary education.

Priorities

- Provide seamless educational opportunities for students through single accreditation (SACS) for all colleges.
- Showcase KCTCS through the achievements of its colleges.
- Enhance commitment to a shared vision of comprehensive community and technical colleges.

**Kentucky Innovation:
A Strategic Plan for the New Economy
<http://www.one-ky.com/plan.html>**

Workforce Development

"As we enjoy the investment made and the infrastructure built by our predecessors, let us commit ourselves to invest in the capital needs of the future. The new capital of the knowledge-based economy of the 21st Century will be the intellectual capital of our people."

-Governor Paul E. Patton, Kentucky

Goal 3: Foster and retain a highly motivated, well-educated workforce which can participate and prosper in the New Economy.

Kentucky's success in the New Economy will largely depend on the presence of a highly motivated, strategically educated workforce with a highly developed capacity for critical and innovative thinking. To create such a workforce the Commonwealth must:

- Expand the current and future pool of well-educated and prepared Kentucky workers by focusing on the skills demanded for creating and working in innovation-based business and industry; and
- Develop and sustain a culture that values and promotes life-long learning.

Accomplishing these goals will be a challenge. Educational statistics show that currently almost half of Kentucky's adult population lacks the knowledge and skills to participate fully in the state's economy. Kentucky ranks 46th nationwide in education/illiteracy and this ranking is worse than all but one of Kentucky's competitor states. Kentucky is 42nd in terms of the percentage of citizens with a bachelor's degree or better.*

A Seamless System: Early Childhood through Postsecondary Education

Over the past decade, however, the Commonwealth has taken action to improve its intellectual capital pool by reforming its educational system from pre-school through the university level.

Kentucky has most recently taken steps to improve its adult education system to ensure that all working age Kentuckians have their high school diploma or its equivalent. These programs give the Commonwealth the foundation on which the goals of this plan can be realized. Moreover, these efforts are beginning to pay dividends. Kentucky 8th graders out performed the national average on the National Assessment of Educational Progress (NAEP) test given in 2000. These students also tied one other state for the most improvement on the test since 1999. NAEP math tests given to 4th and 8th grade students have also

documented progress since the implementation of the Kentucky Education Reform Act of 1990.

Kentucky students have greater access to technology in the classroom than their peers in other states. There is currently one instructional computer for every 4.2 students in Kentucky compared to the national average of 6.9 students. Perhaps more importantly, Kentucky has nearly ended the classroom “digital divide” with equal access to computers and the Internet for poor rural schools compared to more affluent schools.

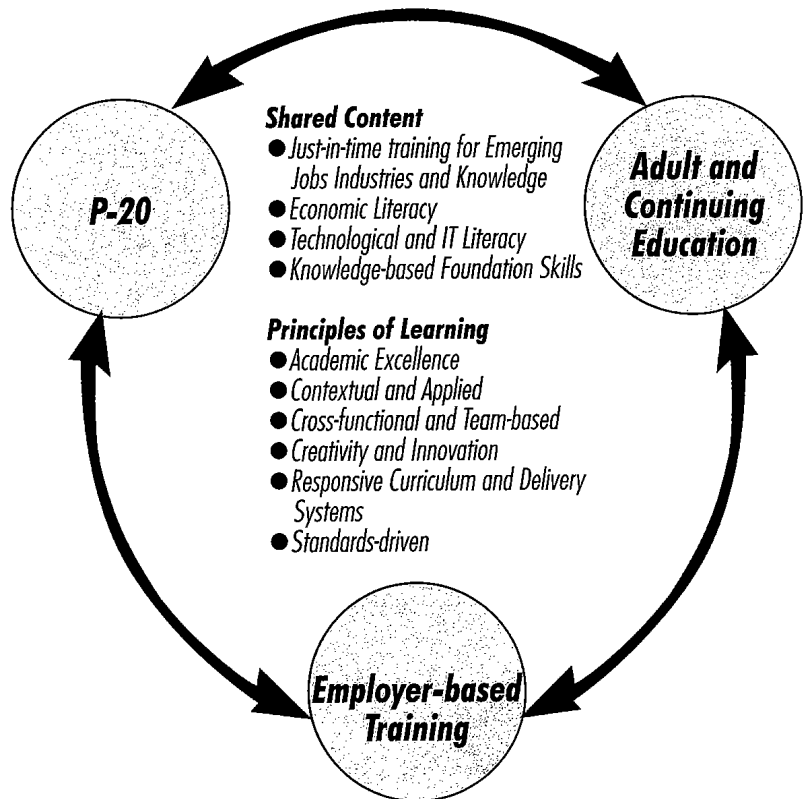
Enrollment in colleges and technical schools is outpacing expectations. Since 1998, the Kentucky Community and Technical College System student population has swelled by nearly one-third, while enrollment in the university system has grown by more than five percent.

“In just the past two decades Kentucky has cut nearly in half the percent of its adult population 25 and older with less than a high school diploma, while it has nearly doubled the percent of the adult population with a bachelor’s degree or more. Particularly impressive is the gain in bachelor’s degree attainment in Kentucky between 1990 and 2000, a gain that surpasses the nation as a whole.”* A record 13,939 Kentuckians earned their GED in fiscal year 2000-01 and many are pursuing postsecondary education.**

As Kentuckians become better educated, the Commonwealth will build and institutionalize a new learning delivery model that will give Kentucky a competitive advantage in the knowledge-based economy. It will be founded in

LEARNING DELIVERY MODEL FOR THE KNOWLEDGE-BASED ECONOMY

Culture of Life-Long Learning



lifelong learning and will include shared content areas and principles of learning across all delivery systems. These delivery systems include: P-20, adult and continuing education, and employer-based training. Training may be provided by any of these systems. The essence of the learning delivery model is that all systems will support a culture of lifelong learning and a seamless delivery system for Kentucky's citizens and businesses.

In addition, Kentucky will build a culture that accepts and embraces change and values education and lifelong learning by fostering learning environments that emphasize:

- Innovation, creativity and idea generation;
- Language, mathematics, and science excellence;
- Integration of cultural understanding and languages within the context of the workplace and the global economy;
- Integration of theory and application;
- Technological literacy;
- Just-in-time training for emerging jobs, and industries; and
- Collaboration and communication between labor force supply and business and industry demand.

Kentucky Innovation Regional Plans

Western Region (20 counties)	South-Central Region (26 counties)	Eastern Region (46 counties)	Northern Kentucky (28 counties)*	Greater Louisville (28 counties)*	Lexington (28 counties)*
<i>Focus Area</i>	<i>Focus Area</i>	<i>Focus Area</i>	<i>Focus Area</i>	<i>Focus Area</i>	<i>Focus Area</i>
Telecommunications Technology	New Economy Fundamentals (7 areas)	Energy	Business Recruitment in Life Sciences, Advanced Manufac- turing and IT	Biotechnology and Bioengineering	Biosciences
Energy/Environment/ Agriculture	Conversion of Existing firms to New Economy Businesses	Existing Businesses	Small Business Growth and Entrepreneurship	Human Health and Development	Human Health and Development
Recruiting Technology- based Industries	Recruitment and Tax policies for New Economy Companies	Security and Safety	Public Infrastructure for the New Economy	Environmental and Energy Technologies	Environmental and Energy Technologies
Lifelong Learning	Applied Materials Science and Nano- technology Center	Natural Products	Technology Skills of Northern Kentucky's Workforce	Materials Science and Manufacturing Technology	Materials Science and Manufacturing Technologies
Cooperative Leadership		Information Technology	Leadership Dedicated to Furthering the New Economy	Information Technology and Communication	Innovation and Commercialization
				Commercialization	Information Technology Infrastructure
				Business Development	Workforce
				Talent and Workforce	

* 28 counties comprise the North-Central Region, which is served by Lexington, Louisville, and Northern Kentucky.

Each region identified areas of focus where New Economy resources will be concentrated.

THE KENTUCKY STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

Cabinet for Economic Development
Kentucky Economic Development Partnership Board
2002-2006

<http://www.edc.state.ky.us/kyedc/pdfs/kystrategic.pdf>

Goal 1: Create a Globally Competitive Innovation Process that is fueled by World-Class Resources and Sustained by an Entrepreneurial Climate, Resulting in a Continuously Higher Standard of Living for All Kentuckians

Objective 1.1 Build and sustain a strong research and development capacity in the Commonwealth

Objective 1.2 Create and maintain a thriving entrepreneurial climate supported by programs that inspire and facilitate the commercialization of ideas

Goal 2: Reduce Unemployment and Increase Per Capita Income

Objective 2.1 Recommend restructuring changes to the Kentucky Investment Fund Act to encourage increased private investment in venture and seed capital financing programs

Objective 2.2 Review the Kentucky Equal Opportunity Zone and the Enterprise Zone programs for possible restructuring

Objective 2.3 Increase grant funding to expand industry-specific training activities across the Commonwealth, with priority consideration for increasing earnings per job for current and prospective employees of new, expanding or existing companies

Objective 2.4 Revise incentive programs to encourage increased wage levels across the Commonwealth considering the economic conditions in each county

Objective 2.5 Cooperate in the implementation of the Tax Increment Financing programs

Objective 2.6 Review programs to implement recommendations for HJR 142 from 2000 General Assembly to encourage business investment in distressed areas of the Commonwealth with regard to unemployment, educational attainment and per capita income

Objective 2.7 Work with the Natural Resources and Environmental Protection Cabinet to implement the voluntary environmental remediation program

Goal 3: Create a Globally Competitive Business Environment

Objective 3.1 Increase the number of Kentucky companies expanding into global markets

Objective 3.2 Create an integrated website-based marketing program for Cabinet program areas

Objective 3.3 Continue enhancement of Kentucky Economic Development Information System by developing Cabinet wide systems

that improve efficiency, eliminate redundancy, improve management capacity and enhance marketing message

Objective 3.4 Evaluate the state's current governmental policies that may create a competitive disadvantage in the Commonwealth's business environment in the areas of taxes, environmental and safety regulation and transportation

Objective 3.5 Facilitate the implementation of an employability certification based on an assessment that high school seniors must pass before graduation and high school dropouts must pass before receiving a driver's license

Objective 3.6 Create bonding authority to build infrastructure to support and sustain business investment in Kentucky communities

Objective 3.7 Evaluate adding foreign language versions of the Cabinet's website

Goal 4: Manage Resources to Maximize Return on Investment

Objective 4.1 Review multi-county strategic planning for economic development, including those for metropolitan areas which cross state borders, to determine appropriate state participation in the implementation and promotion of regional efforts

Objective 4.2 Actively support communities in preparing and implementing comprehensive local and multi-county economic development plans

Objective 4.3 Continue to support the development of a web-based training information and employment services clearinghouse to provide current information on training providers and employment services, employment opportunities and a skilled labor bank of prospective employees

Objective 4.4 Improve electronic means of communicating and transacting with clients and local economic developers

Objective 4.5 Create public/private sector task force to evaluate training activities funded by or designed to serve economic development

Objective 4.6 Create web-based resource directory for entrepreneurs and business owners to access technical assistance resources available throughout the Commonwealth

Objective 4.7 Initiate comprehensive economic development planning for the nine regions of Kentucky identified in the report "The Recent Economic Performance of Regions in Kentucky"

Goal 5: Coordinate the Strategic Planning Efforts of Kentucky State Agencies into the Implementation of the Kentucky Strategic Plan for Economic Development

Objective 5.1 Coordinate with the Tourism Development Cabinet on joint implementation of tourism strategic planning initiatives

Objective 5.2 Coordinate with the Natural Resources and Environmental Protection Cabinet on joint implementation of environmental strategic planning initiatives

Objective 5.3 Coordinate with the Agricultural Development Board on joint implementation of agricultural strategic planning initiatives

Objective 5.4 Coordinate with the Workforce Development Cabinet on joint implementation of workforce strategic planning initiatives

Objective 5.5 Coordinate with the Education, Arts and Humanities Cabinet on joint implementation of education, arts and humanities strategic planning initiatives

Objective 5.6 Coordinate with the Transportation Cabinet on joint implementation of transportation strategic planning initiatives

Objective 5.7 Coordinate with the Council for Postsecondary Education on joint implementation of postsecondary education strategic planning initiatives

Goal 1
High Student Performance

1.1 Every student in school and making strong progress

- Decrease in the percentage of students dropping out of school overall and by subcategories
- Decrease in the percentage of students who are retained in grade overall and by subcategories
- Increase in student attendance rates
- Increase in participation in high quality preschool programs

1.2 Every student achieving at high levels

- Increase in school scores on the state's accountability index, including a reduction in novice and apprentice level learners
- Increase in school scores on a nationally norm-referenced test (CTBS/5)
- Increase in state scores on the national assessment (National Assessment of Educational Progress, NAEP)
- Decrease in curriculum and instructional gaps through increase in technology access and use
- Increase in student scores overall and by subcategories on the state test, a nationally norm-referenced test, and the national assessment

1.3 Every student reading at or above proficient level

- Increase in reading scores on the state test, a nationally norm-referenced test and the national assessment

1.4 Every KDE employee working to enhance student success

- Increase in customer satisfaction with agency services
- Increase in frequency of support for client problem solving
- Increase in internal and external collaborative efforts focused on goals
- Discontinuation or merger of redundant programs, or those not aligned with goals
- Increase in efficiency of data collection from schools and districts

1.5 Every school accountable for student learning

- Increase in school scores on the state's accountability index, including a reduction in novice level learners

1.6 Every graduate ready for post-secondary education and/or work

- Increase in rigor of secondary programs
- Increase in students meeting skill standards
- Increase in students meeting full graduation requirements

- Increase in students enrolling in and continuing in postsecondary education after successfully completing 1 year of initial enrollment

Goal 2

High Quality Teaching and Administration

2.1 Every teacher competent, caring and qualified

- Decrease in number of emergency-certified teachers
- Increase in number/percent of new teachers who continue to full certification (1st 5 years)
- Increase in overall number of candidates who enroll in a teacher preparation program
- Increase in keeping experienced teachers in the classroom
- Increase in teacher participation in effective professional development
- Increase in the number of nationally certified teachers

2.2 Every principal an instructional leader

- Increase in number and percentage of principals demonstrating mastery in school leadership

2.3 Every school an equitable place to work and learn

- Improvement in student performance in all schools
- Increase in the percentage of students, parents and staff who perceive the school as equitable

2.4 Every local district supportive of teachers and students

- Increase in number and percentage of superintendents demonstrating mastery in district leadership
- Increase in local board and central office emphasis on high student achievement

Goal 3

Strong and Supportive Environment for Each School and Every Child

3.1 Every child and teacher in a safe and caring environment

- Increase in student attendance rates and decrease in habitual truancy
- Decrease in number and types of violent incidents
- Increase in student participation in food services
- Decrease in number of schools needing major upgrading
- Increase in student and faculty health

3.2 Every child who is behind receiving increased supports

- Decrease in the number and percentage of students scoring in the novice-apprentice range
- Increase in the coordination of resources to students at risk
- Decrease in the response time for implementing intervention plans for students needing help

3.3 Every school with sufficient instructional resources for high achievement

- Increase in equitable, adequate resources through SEEK
- Increase in average teacher salary
- Decrease in curriculum gaps through technology
- Improvements in technology access and use

3.4 Every family involved in their child's learning

- Increase in percent of students whose parents have parent-teacher conferences
- Increase in number of parents involved in school decisions
- Increase in number of parent volunteer hours
- Increase in parent involvement in Individual Graduation Plans (IGP)
- Increase in literacy and parenting skills of parents in the lowest level of adult literacy

3.5 Every community involved in children's learning

- Increase in community support for public education

12-23-02

CONTINUED PRIORITIES	
<p>Goal 1: High Student Performance</p> <p>Graduation</p> <p>Closing Achievement Gaps</p> <p>Literacy</p>	<ul style="list-style-type: none"> • School literacy plans implemented at all building levels • Reading First planning and implementation • Expanded reading-math assessment development (Grade 3-8) • Support for Board and/or legislative policy decisions related to NCLB: adequate yearly progress, district accountability determinations, high quality teachers, other • Closing the Gap work in Minority Student Achievement pilot schools, the schools receiving KDE Service Team assistance and KSB/KSD • Expansion of AP, dual credit, KVHS and other options • P-16 efforts on diplomas and transition to post-secondary and work • Individualized Graduation Plans, counseling and mentoring • Emphasis on graduation of all students (drop-out prevention) • Secondary Schools Task Force • Development of a support base for local institutional changes for secondary schools • Closing achievement gaps statewide for HI/VI students and academic/instructional improvements at KSB-KSD • Development of local and regional HI-VI delivery alternatives • Establishing and supporting parents, families and professional and community HI-VI organizations as partners
<p>Goal 2: High Quality Teaching and Administration</p>	<ul style="list-style-type: none"> • Teacher academies and professional development through partners • Teacher recruitment, including Future Educators • Differentiated compensation pilot • Kentucky Teaching and Learning Conference • Scholastic audits-reviews and follow-up • School and district leadership development, including innovative leadership sites and virtual leadership network • Implementation of achievement gap targets and school plan revisions (SB 168) • Coordinated, individualized supports to 175 Level 3-2-1-Voluntary

	<ul style="list-style-type: none"> Assistance schools through the KDE Service Team Focus of local efforts around planning-improvement cycle Pilot of district audit process and tools Commonwealth School Improvement Fund process and targeting for 90 schools in assistance
Goal 3: Strong and Supportive Environment for Each School and Every Child	<ul style="list-style-type: none"> Partnership Schools (with the Partnership for Kentucky Schools) Dialogue process about achievement goals and gaps (SB 168) Roll-out of Max implementation (enterprise data system) Monitoring of KETS implementation School and district report card process Blue Ribbon Commission on Adequacy Financial guidance for districts and schools, given state revenue shortfalls Shared vision and plan for coordinated school health Implementation plan through interagency Coordinated School Health Team

New Emphasis and Work

<ul style="list-style-type: none"> Public Support for Education Financial Support State and Federal Accountability Helping Schools and Districts 	<ul style="list-style-type: none"> Secondary Schools Coordinated School Health State Services in Sensory Impairments (HI-VI)
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The NewCities Foundation – 12 Principles

Kentucky League Of Cities

<http://www.newcities.org/overview.html>

What We Hope to Accomplish.

The NewCities Foundation seeks to define and promote the economic and social vitality of what we call the “New City,” regardless of its size or location. A “New City” is simply tomorrow’s city, including changes in the social and physical environment, the economy, and the children who will become its leaders. The Foundation’s programs are offered to strengthen local leadership, promote citizenship, and engage citizens in their communities to build civic capacity.

What We Do.

The NewCities Foundation was created to cultivate civic leadership and citizen involvement. The Foundation exists to identify and research issues that affect cities. That information is used to inform citizens and local leaders about citizenship and its important role in the future of cities and communities. In addition, the Foundation provides training and programming for cities, city officials, community leaders, and citizens.

12 Principles of Citizenship

Citizenship - in a word, it is what the NewCities Foundation is all about. The Foundation, dedicated to promoting civic capacity in cities and towns across the commonwealth, has identified 12 timeless principles that will help cities encourage citizenship.

1. **Remain true to yourself.** Preserve and build on the unique aspect of your individual city.
2. **Don’t merely grow. Develop.** Be sure to increase quality while increasing quantity.
3. **Buy locally; sell globally.** Keep local money in the community, and bring additional money in.
4. **Connect to the outside world.** Connections and access to the larger world are critical to everyone.
5. **Recruit AND retain.** Bring new “friends” into the community while keeping old “friends” from leaving.
6. **Build beautifully.** Good communities must also look good.
7. **Steward the environment.** Quality of life is an important economic asset.

8. **Contemplate youth and diversity.** Create an environment that nurtures, prepares and encourages local youth and diversity.
9. **Mimic bigness.** Overcome the perceived disadvantages of being small.
10. **Rethink boundaries.** Work with other local governments to be effective and efficient service providers.
11. **Feed the mind.** Make a commitment and priority of life-long learning.
12. **Nurture the soul.** Amenities are economic assets that are good for the soul.